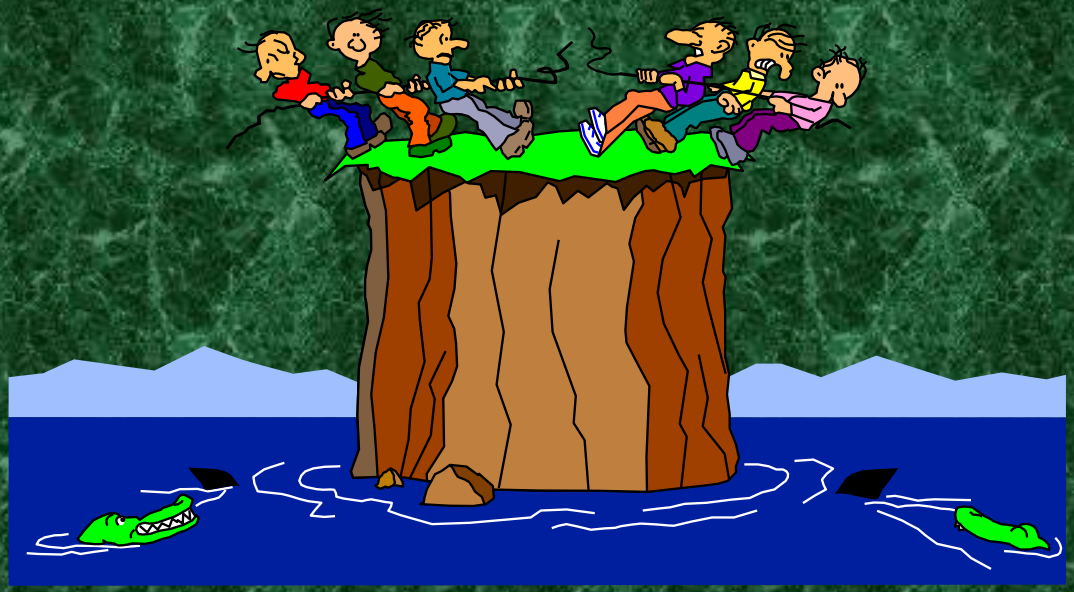
CAPTAIN'S CAREER COURSE



Lesson: Threat Integration in IPB

TERMINAL LEARNING OBJECTIVE

- ☑ **ACTION: Perform Steps 3 and 4 of the IPB Process.**
- ☑ **CONDITIONS: In a classroom, given FM 34-130, and a student handout,**
- ☑ **STANDARD: Perform Steps 3 and 4 of the IPB Process IAW FM 34-130.**

SAFETY, RISK, AND ENVIRONMENTAL CONCERNS

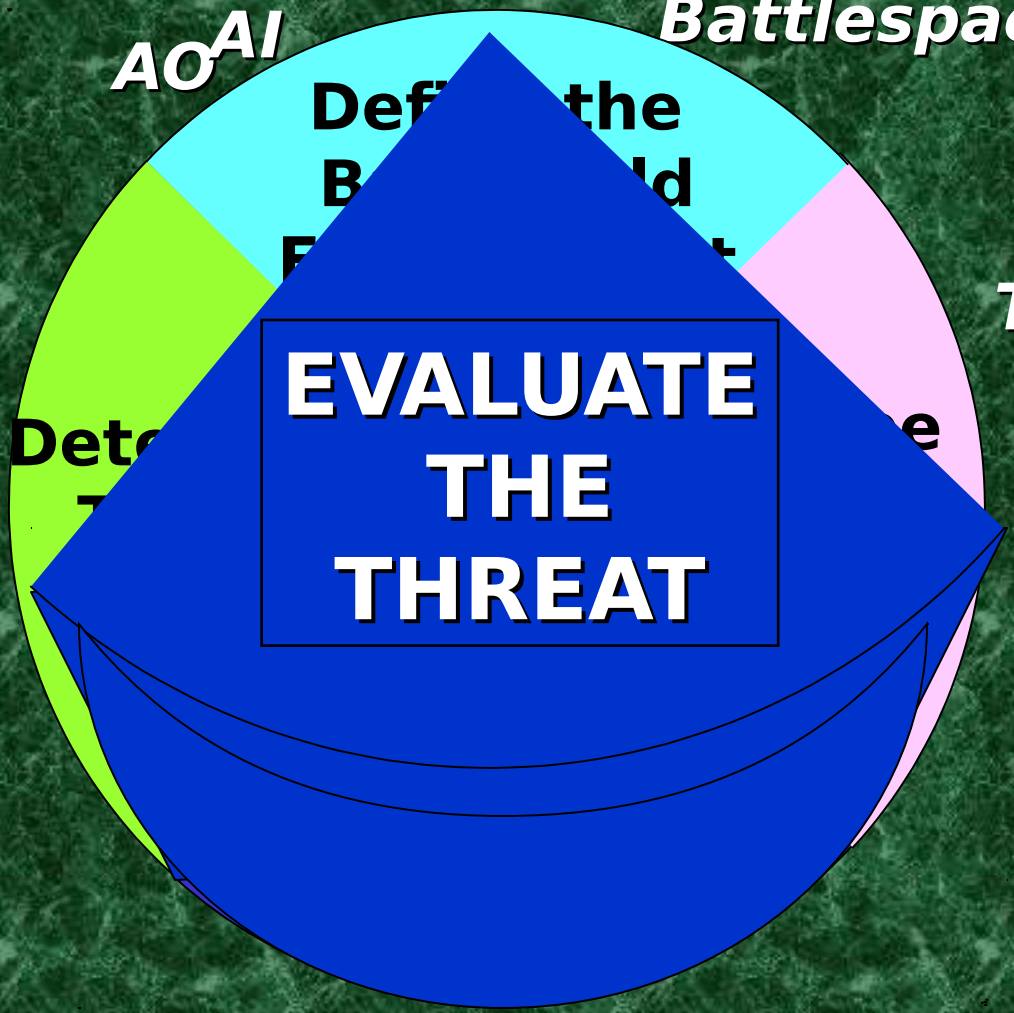
- ☑ **Safety Considerations:** None
- ☑ **Risk Assessment Level:** Low
- ☑ **Environmental Considerations:**

  None

PRIMARY REFERENCES

- ☑ **FM 34-130, Intelligence Preparation of the Battlefield.**

STEP THREE



THREAT EVALUATION

- ☑ Threat force capabilities, doctrinal principles, and TTPs.
- ☑ Desired end effect - KNOW THE ENEMY!!
- ☑ Correctly conducted - leads to thoroughly developed COAs that reflect what the threat is and is not capable of.
- ☑ Failure to correctly conduct this step results in lack of intelligence and surprise.

THREAT EVALUATION

- **Threat model:**
  - **Standard graphic control measures.**
  - **Description of typical tasks for subordinate units.**
  - **An evaluation of how well the threat force is trained.**
  - **Employment considerations.**
  - **Contingencies, sequels, failure options, and wildcard variations.**
  - **Threat strengths, weaknesses, and vulnerabilities, typical HVTs.**

THREAT EVALUATION

- ☑ Update or create threat models.
- ☑ Identify threat capabilities.

UPDATE OR CREATE THREAT MODELS

- ☑ Depict how threat forces prefer to conduct operations under ideal conditions.
- ☑ Based on doctrinal organization, equipment, doctrine, and TTP.
- ☑ Three parts:
  - ⇨ Convert threat doctrine or patterns of operation to graphics.
  - ⇨ Describe in words the threat's tactics and options.
  - ⇨ Identify HVTs.

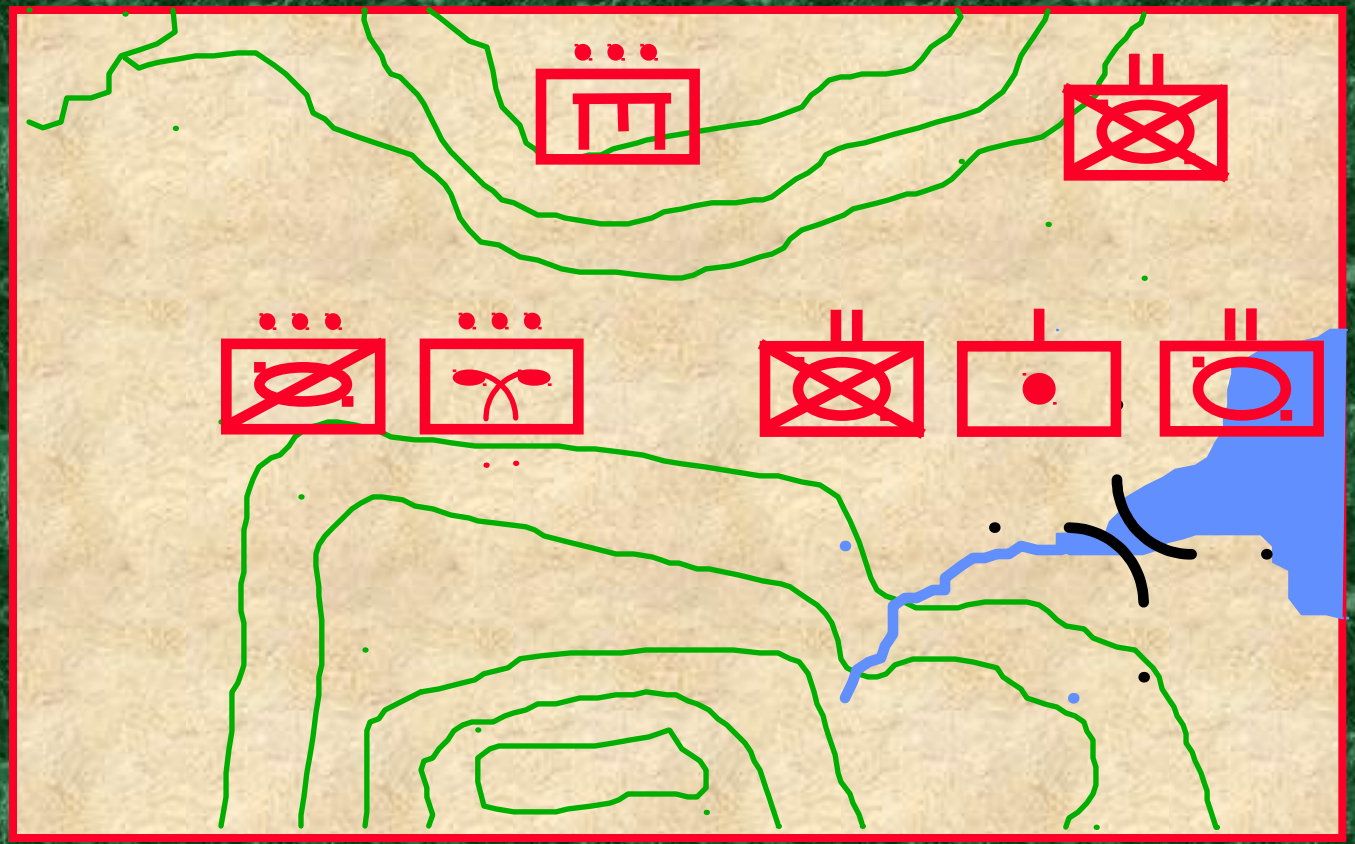
CONVERT THREAT DOCTRINE TO GRAPHICS

- ☑ Doctrinal templates illustrate the deployment pattern and disposition.
- ☑ Based on analysis of intelligence and past operations.
- ☑ Portray threat organization, support elements, frontages, depths, EAs, etc.
- ☑ Tailor to needs of unit or staff.

DOCTRINAL TEMPLATES

- ☑ **Illustrate the deployment pattern and disposition preferred by the threat's normal tactics when not constrained by the effects of the battle field environment.**
- ☑ **Units depicted:**
  - ⇨ **One up, two down rule.**

DOCTRINAL TEMPLATE



DESCRIBE IN WORDS THREAT TACTICS AND OPTIONS

- ☑ Description of preferred tactics.
- ☑ Developed from evaluation of threat's past or current operations.
- ☑ Include decision criteria if available.
- ☑ Techniques:
  - ⇨ Scheme of maneuver with BOS.
  - ⇨ Time-event charts.
  - ⇨ Marginal notations on the graphic template.

IDENTIFY HVTs

- ☑ HVTs are assets the threat commander requires for mission success.
- ☑ Use doctrinal template and narrative and tactical judgment to identify.
- ☑ Must identify assets for primary operation, but also of branches and sequels.
- ☑ Determine threat reaction to loss of HVT.
- ☑ Rank order HVTs.

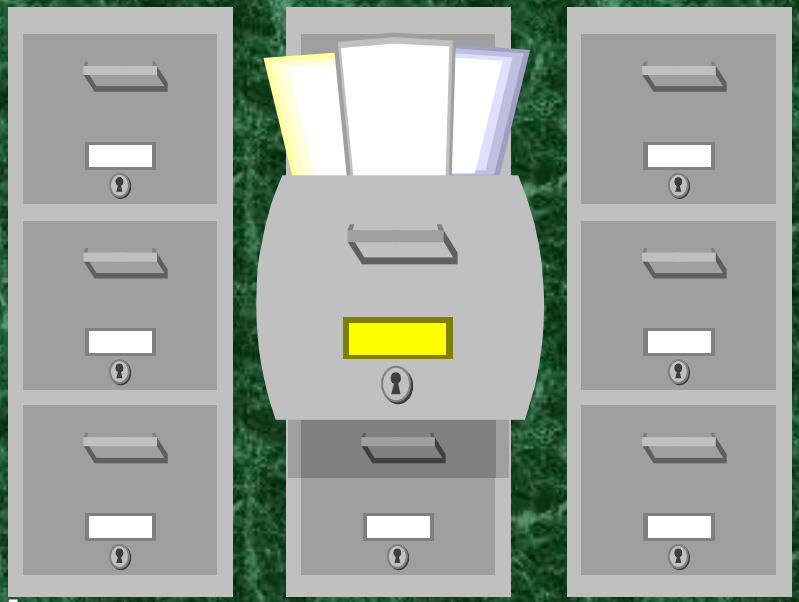
IDENTIFY HVTs

☑ **Group assets into two of the 13 categories used to develop target sets:**

- ⇨ **C^3.**
- ⇨ **Fire support.**
- ⇨ **Maneuver.**
- ⇨ **ADA.**
- ⇨ **Engineer.**
- ⇨ **Reconnaissance, intelligence, surveillance, and target acquisition (RISTA).**
- ⇨ **NBC.**
- ⇨ **EW assets.**
- ⇨ **Bulk fuels.**
- ⇨ **Ammo sites.**
- ⇨ **Maintenance and repair units.**
- ⇨ **Lift.**
- ⇨ **LOCs**

ADDITIONAL CONSIDERATIONS

- ☑ **Order of battle (OB) files.**
  - ⇨ Composition.
  - ⇨ Disposition.
  - ⇨ Strength.
  - ⇨ Tactics or modus operandi.
  - ⇨ Training status.
  - ⇨ Logistics.
  - ⇨ Effectiveness.
  - ⇨ Electronic technical data.
  - ⇨ Miscellaneous data.



ADDITIONAL CONSIDERATIONS

- ☑ Mentally wargame the operation through to completion.
- ☑ Rely on staff experts for help.
- ☑ Gain an understanding of how our own force conducts the operation and then compare and contrast the threat's normal approach.

IDENTIFY THREAT CAPABILITIES

- ☑ **Broad COAs and supporting ops which threat can take to influence friendly mission.**
- ☑ **Four tactical COAs for conventional operations:**
  - ⇨ **Attack.**
  - ⇨ **Defend.**
  - ⇨ **Reinforce.**
  - ⇨ **Conduct a retrograde.**

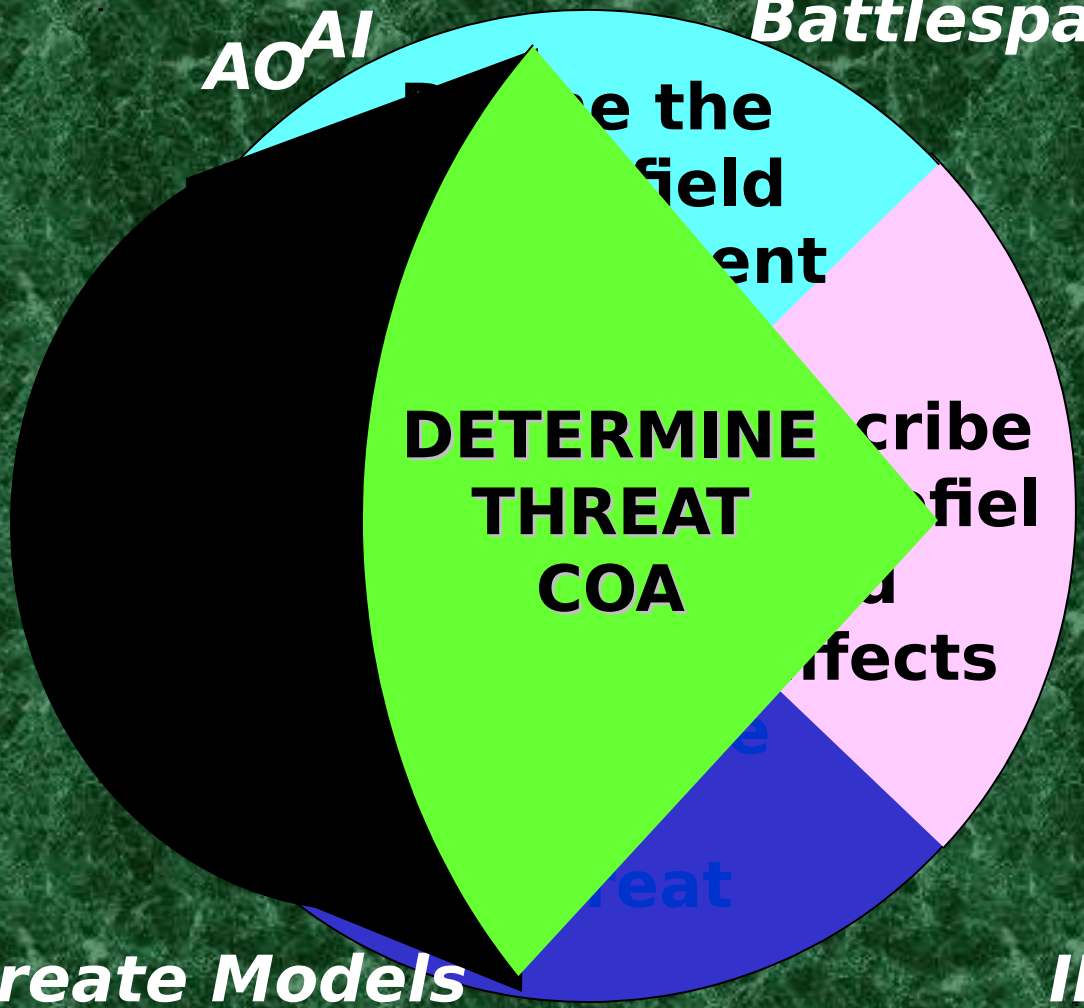
IDENTIFY THREAT CAPABILITIES

- Other capabilities include support to broad COAs:
  - Use of NBC.
  - Air assets.
  - Intelligence collection.
  - Engineering operations.
  - River operations.
  - Psychological operations (PSYOP).
- Start with full set of threat models.
- Actual capabilities will not mirror ideal capabilities in models.

ADDITIONAL CONSIDERATIONS

- ☑ Use all intelligence sources. Focus on the effects.
- ☑ Use OB files.
- ☑ Threat strengths and vulnerabilities caused by the current situation.
- ☑ Ability to operate in darkness or adverse weather.
- ☑ Training levels and time element.
- ☑ Consider time element.
- ☑ Do not limit to just military forces.
- ☑ Tailor to your needs.
- ☑ Disseminate models as widely as possible.

STEP FOUR


AO
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THREAT
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Create Models
ID Capabilities

DETERMINE THREAT COURSES OF ACTION

- ☑ The identification and development of likely threat COAs that will influence accomplishment of the friendly mission.
- ☑ Desired end effect is to replicate the set of COAs the threat commander is considering.
- ☑ Success at this step results in avoidance of unanticipated threat action.

DETERMINE THREAT COAs

- ☑ Identify the threat's likely objectives and desired end state.
- ☑ Identify the full set of COAs available to the threat.
- ☑ Evaluate and prioritize each COA.
- ☑ Develop each course of action in the amount of detail time allows.
- ☑ Identify initial collection requirements.

IDENTIFY THREAT OBJECTIVES AND DESIRED END STATE

- ☑ **Start with threat command at least one level above your own. Work down to two levels below your own command.**
- ☑ **Additional considerations:**
  - ⇨ **May require more than one level above your command.**
  - ⇨ **Theat objectives and end state are assumption.**
  - ⇨ **Consider more than conventional objectives.**
  - ⇨ **Don’t forget to focus on reserve forces.**
  - ⇨ **If threat is in the defense, determine likely CATK objectives.**
  - ⇨ **Forces.**

IDENTIFY THE FULL SET OF COAs AVAILABLE TO THE THREAT

- ☑ Ensure all COAs available are considered.
- ☑ Consider each sub-set of COAs independently to avoid bias.
- ☑ Select models that will accomplish threat's likely objectives.
- ☑ Take general COAs and define as a set of specific.

IDENTIFY THE FULL SET OF COAs AVAILABLE TO THE THREAT

- Each threat COA should meet five criteria:
  - Suitability.
  - Feasibility.
  - Acceptability.
  - Uniqueness.
  - Consistency with doctrine.

IDENTIFY THE FULL SET OF COAs AVAILABLE TO THE THREAT

- ☑ **Additional considerations:**
  - ⇨ **Threat's perception of friendly dispositions.**
  - ⇨ **Focus on COAs that will affect accomplishment of your mission.**
  - ⇨ **Do not overlook the less likely, but still viable COAs.**

EVALUATE AND PRIORITIZE EACH COA

- ☑ Evaluate threat to determine how likely it is that the threat will adopt that option.
- ☑ To prioritize:
  - ⇨ Identify strengths and weaknesses.
  - ⇨ How well it meets the criteria of suitability, feasibility, acceptability, and consistency with doctrine.
  - ⇨ How well it takes advantage of environment.
  - ⇨ Examine for greatest advantages with minimal risks.
  - ⇨ Possibility that the threat will choose #2 or #3 while attempting a deception operation with the best COA.

DEVELOP EACH COURSE OF ACTION IN AMOUNT OF DETAIL TIME ALLOWS

- ☑ With complete set of threat COAs, develop each COA into as much detail as the situation requires and time allows.
- ☑ Each COA must answer “Who, What, When, Where, Why”.
- ☑ Consider threat forces available to at least one level above your command.
- ☑ Work to resolution two levels of command below your own.
- ☑ Each threat COAs has three parts:

SITUATION TEMPLATE

- ☑ Graphic depictions of expected threat dispositions.
- ☑ Usually depict the most critical point in the operation.
- ☑ Use threat model representing the operation under consideration and overlay doctrinal template on products that depict the battlefield environment's effects on operations (MCOO).
- ☑ Use judgment and knowledge to adjust the dispositions portrayed on doctrinal template to account for battlefield environment's effects.

SITUATION TEMPLATE

- ☑ Account for all threat's major assets - no duplication.
- ☑ Check for doctrine consistency.
- ☑ Include as much detail as time allows.
- ☑ Wartime to identify potential transition points assembly areas.
- ☑ Develop time phase lines.
- ☑ Update during staff wargaming.
- ☑ Prepare as many graphics as necessary to support staff wargaming and collection.
- ☑ Tailor to your needs (matrix, targets overlay).

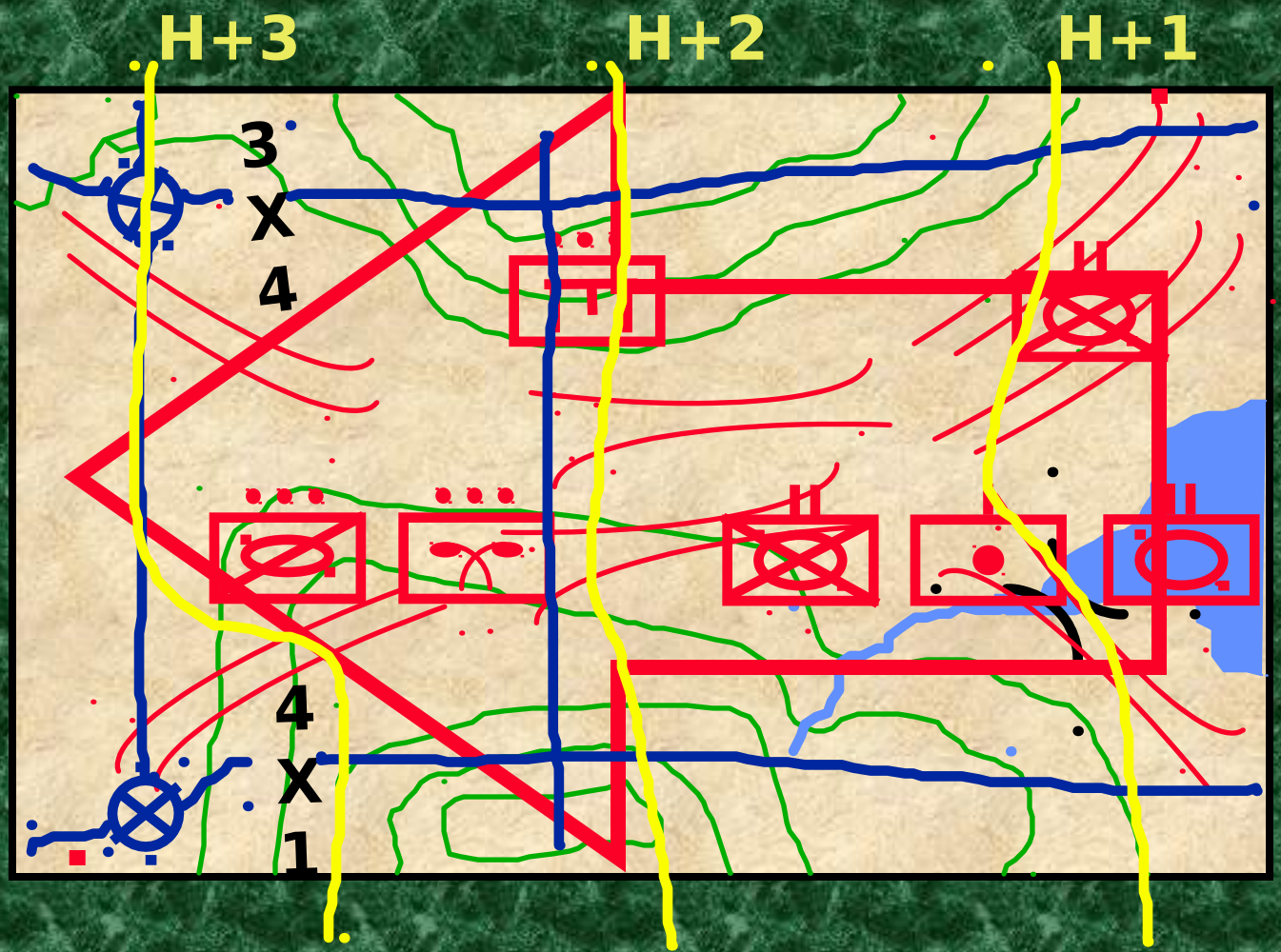
TIME PHASE LINES (TPLs)

- Used to represent the movement of units and the flow of the battle over time.
- Based on doctrinal rates of movement:
  - Six kilometers per hour in security area.
  - Two kilometers per hour in main battle area.
  - Five kilometers per hour in rear area.

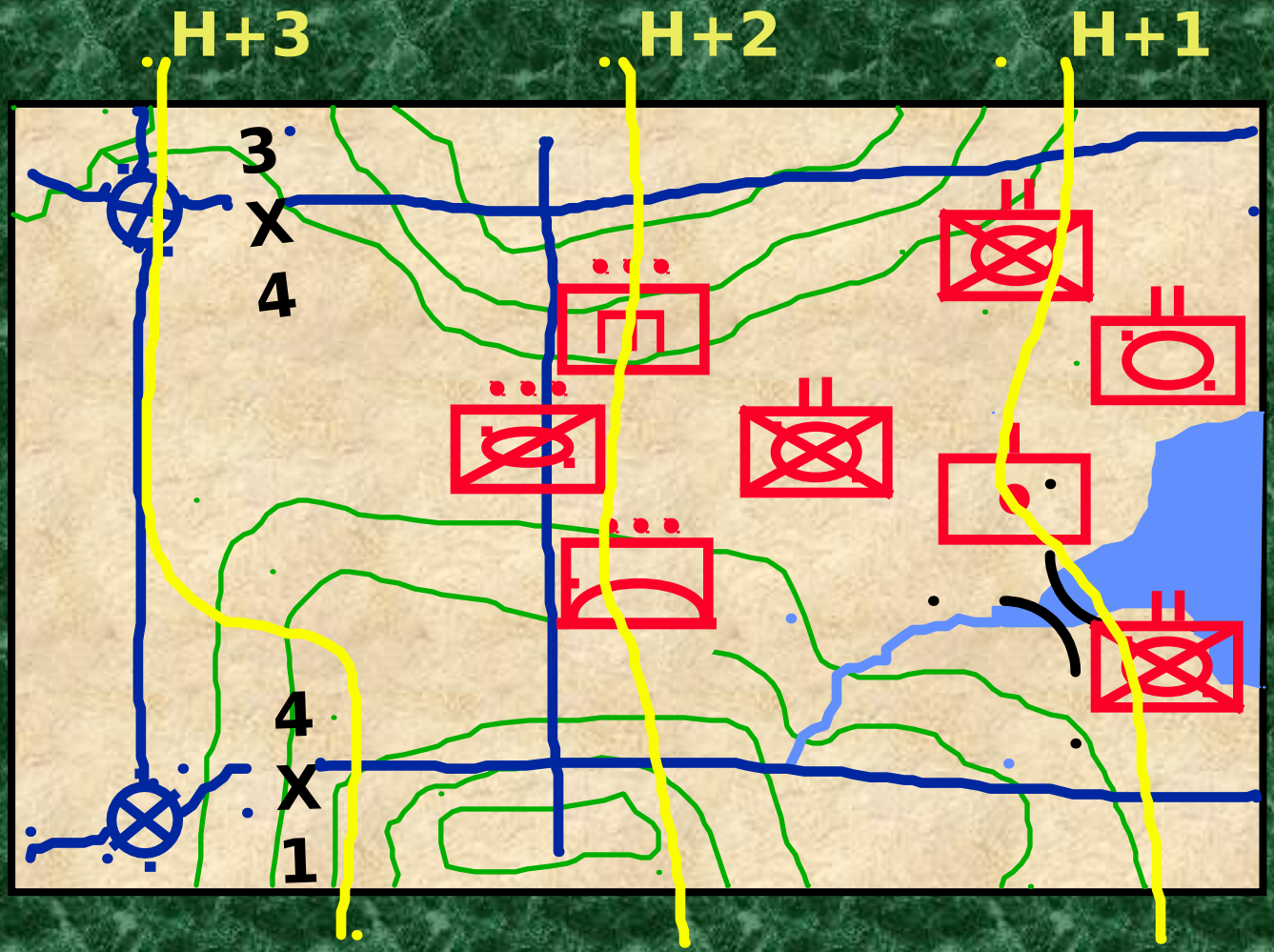
PRACTICAL EXERCISE #1 (EVENT TEMPLATE) TIME PHASED LINES

- ☑ **You are the G2 of 3rd Armored Division. Given a map sheet (cartoon area), identify TPLs through the AO.**

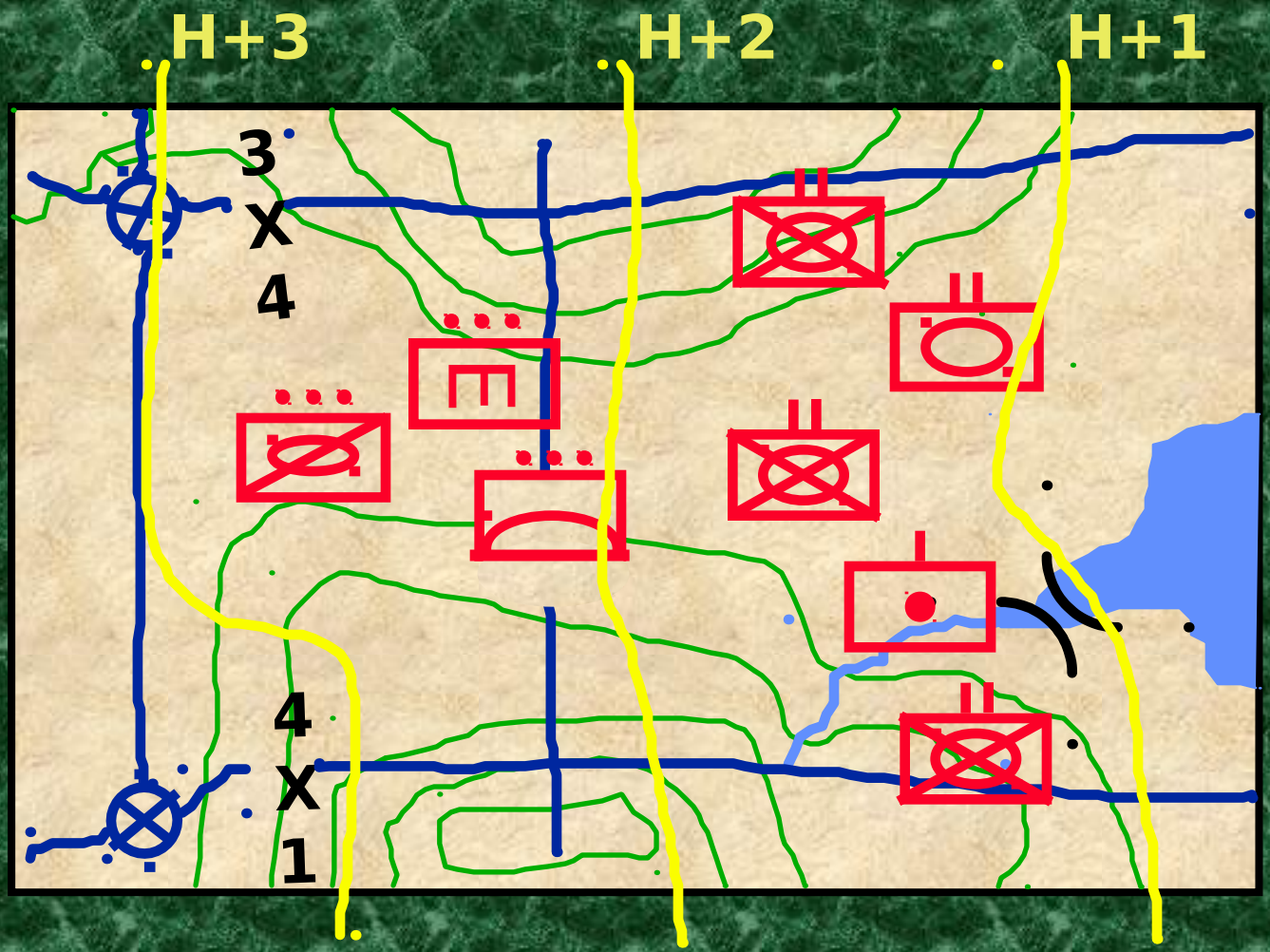
SITUATION TEMPLATE



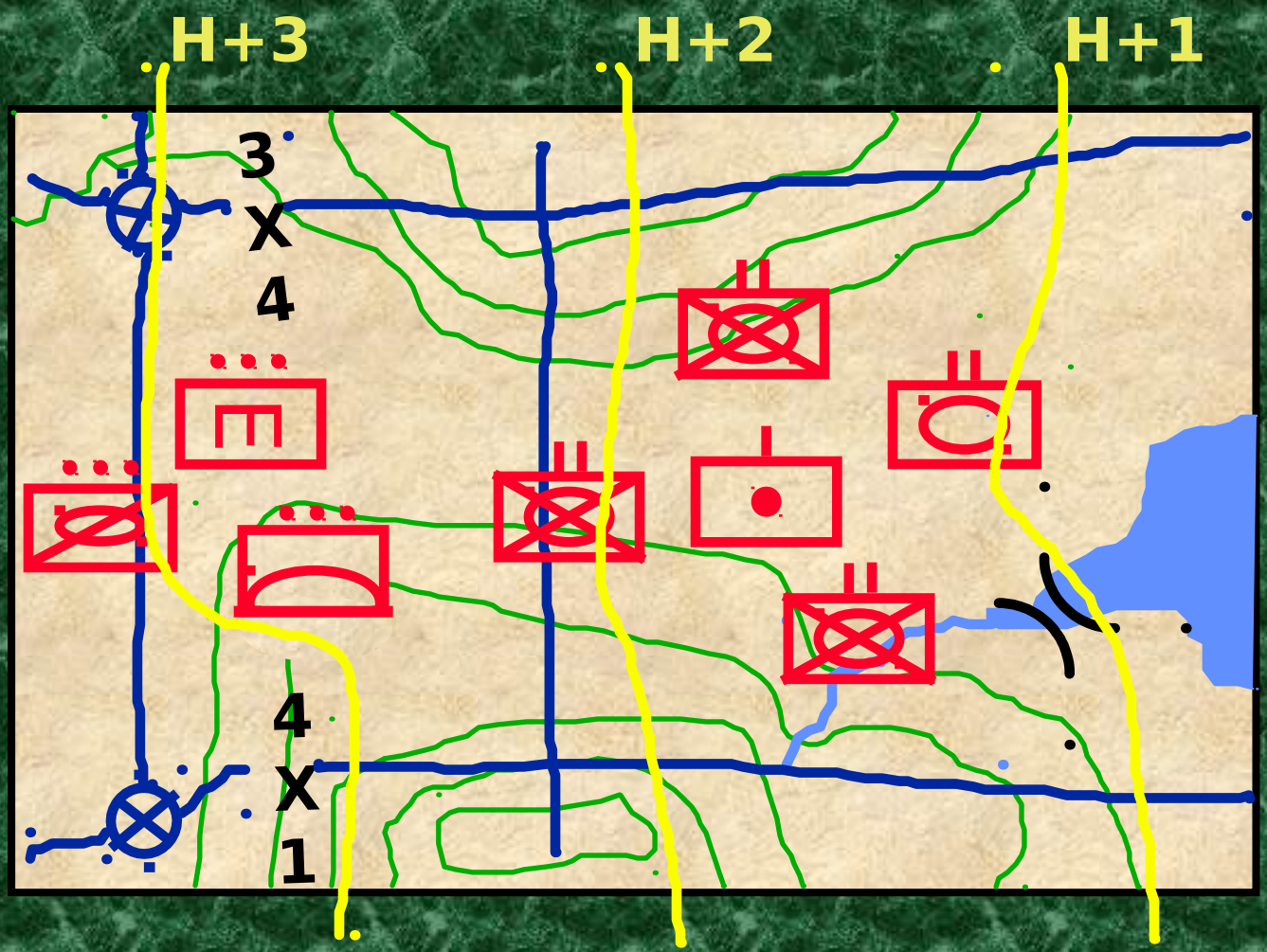
SITUATION #1 TEMPLATE



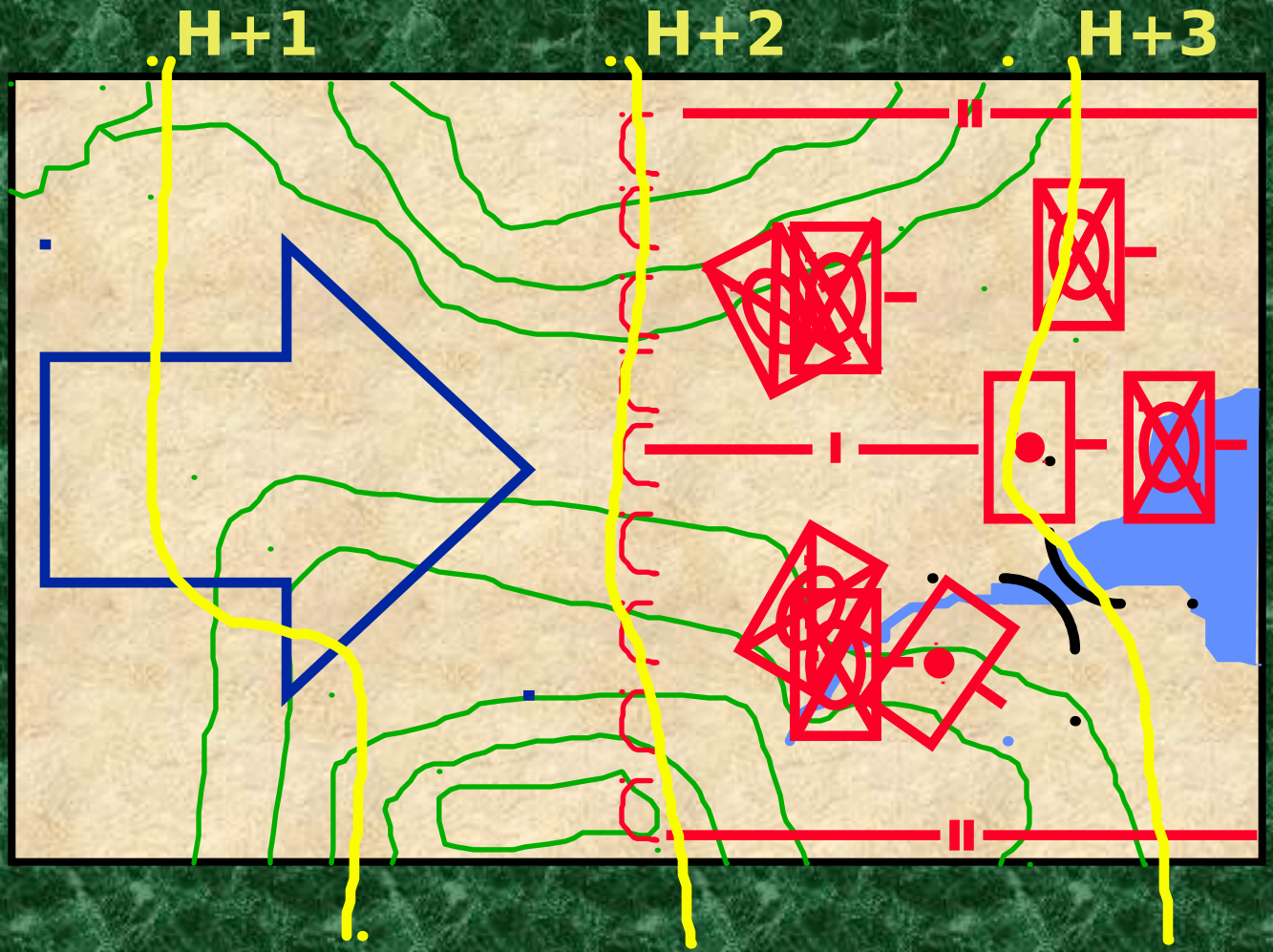
SITUATION #2 TEMPLATE



SITUATION #3 TEMPLATE



SITEMP - ENEMY IN THE DEFENSE



DESCRIPTION OF THE COA AND OPTIONS

- ☑ Narrative description to a detailed “synchronization matrix”.
- ☑ Description of preferred tactics with notes when and where you expect the threat to take certain actions or make certain decisions.
- ☑ Record each decision and its timeline into the COA description.
- ☑ Address each BOSS.

LISTING OF HVTs

- ☑ Note how and where each BOSS provides critical support to the COA.
- ☑ HVT worth varies over the course of the COA.
- ☑ Transfer the refined and updated list of HVTs to the situation template.
- ☑ Note on situation template areas where HVTs must appear to make the operation successful.

ADDITIONAL CONSIDERATIONS

- ☑ An attacking threat requires less detailed resolution than a defending threat.
- ☑ Consider each BOS and its role.
- ☑ May need to reprioritize after detailed development of each COA.
- ☑ Level of command and type of operation has direct bearing on detail level.

IDENTIFY INITIAL COLLECTION REQUIREMENTS

- ☑ Revolves around predicting specific areas that when observed reveal the threat COA.
- ☑ Areas where you expect key events to occur are call Named Area of Interest (NAI).
- ☑ Indicators - activities which reveal the selected COA.
- ☑ Event template - guide for collection and R&S planning.

EVENT TEMPLATE

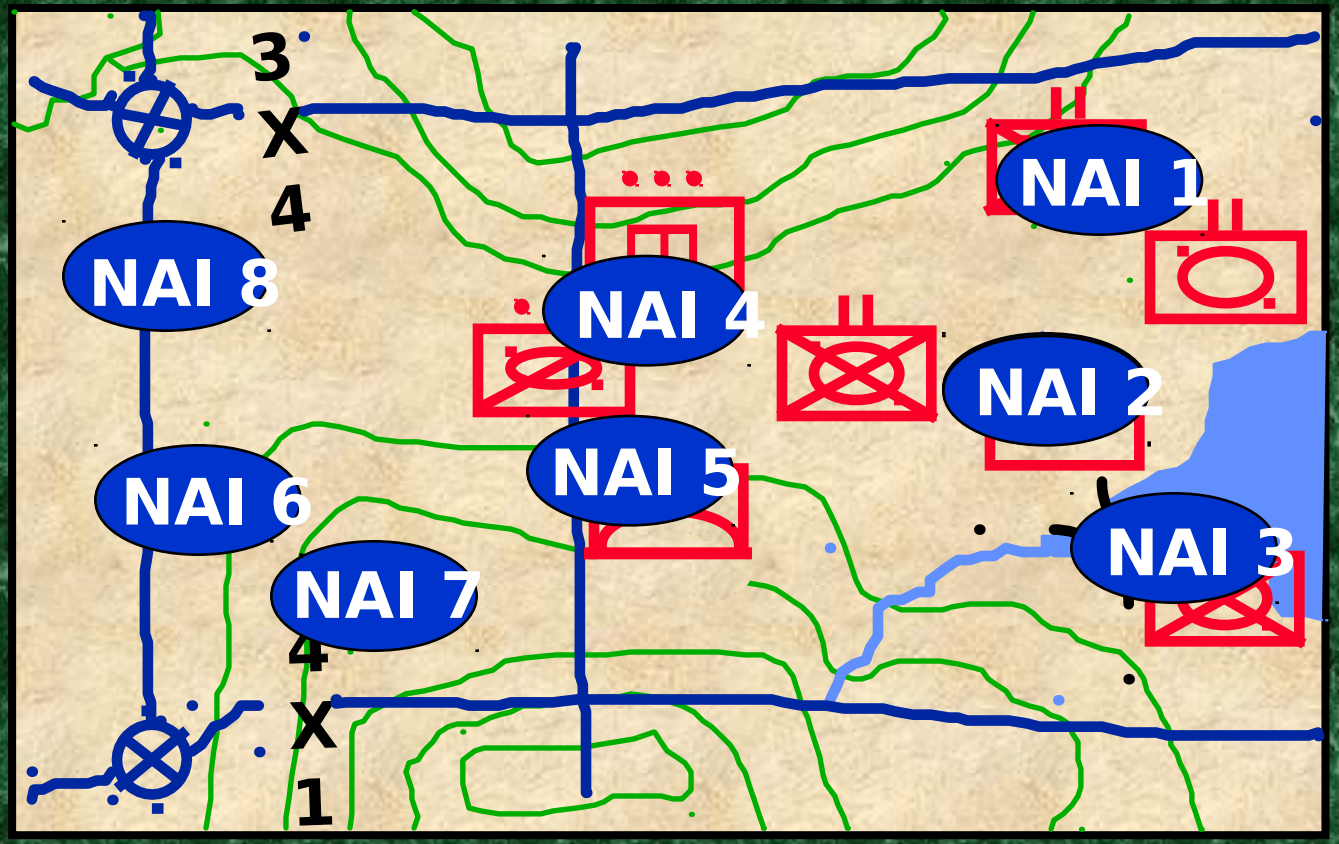
- ☑ Depicts where to collect the information that will indicate which COA the threat has adopted.
- ☑ Evaluate each COA to identify its associated NAIs.
- ☑ Compare and contrast the NAIs and indicators associated with each COA to identify their differences.

NAMED AREA OF INTEREST

(NAIs)

- ☑ Point/area/route where activity or lack of activity indicates threat intent.
- ☑ Targets may appear in these areas.
- ☑ Will confirm or deny a particular enemy COA.
- ☑ Numerically sequenced along an avenue of approach or mobility corridor. Point, area, or route.

NAIs



TARGET AREA OF INTEREST (TAI)

- An engagement point or area, usually along an avenue of approach or mobility corridor, where the interdiction of an enemy forces by fire, maneuver, or jamming will reduce or deprive that force or a particular capability.

TAIs

- The geographical area or point where HVTs can be acquired and engaged.
- May be areas which were identified as NAIs.
- TAI examples:
  - Key bridges.
  - Choke points.
  - Road junctions.
  - Drop/landing zones.
  - Known fording sites.

PRACTICAL EXERCISE #2
NAIs/TAIs

- ☑ Continuation of previous PE.
- ☑ Identify NAI/TAIs throughout AO.

EVENT MATRIX

- ☑ Supports event template with details on the type of activity, times to expect activity, and relationship to other events of each NAI.
- ☑ Contains indicators.
- ☑ TPLs for expected times.
- ☑ Refined during staff wargaming.

ADDITIONAL CONSIDERATIONS

- ☑ Differences in COAs might be different TPLs or indicators with the same NAI.
- ☑ Consider threat deception for indicator reliability.
- ☑ NAIs for counter-air operations.
- ☑ Disseminate threat COA models as widely as possible.
- ☑ Event template and matrix are basis for planning and preparing the collection plan, and synchronizing intelligence with friendly operations.

INTEL ESTIMATE

Written IPB Summary

CLASSIFICATION

ISSUING HQ
ADDRESS

Appendix 1 (Est) To Annex B (Intel)
References: Map Sheets
Time Zone Used

Paragraph One - Mission Statement

Paragraph Two - Area of Operations

Paragraph Three - Enemy Situati

Paragraph Four - Enemy Capabilities

Paragraph Five - Conclusions

Step #1: Battlefie ld

Step #2: Weather (light) Terrain

Step #3: Threat

Step #4: Threat COA

IPB TIPS

- ☑ **Work ahead whenever possible - there's never enough time available.**
- ☑ **Remain focused on the essentials - backward plan your time and effort.**
- ☑ **Remember that IPB is for the CDR - do the very best you can with the resources you have.**
- ☑ **Never, *never* take only one COA to wargaming.**

IPB TIPS

- ☑ **IPB is the best process available for understanding the battlefield and the options it presents to both friendly and threat forces.**
- ☑ **Always endeavor to acquire facts and develop IPB products appropriate for the specific METT-T situations.**
- ☑ **Mold it to the needs of the commander - *be flexible!!***
- ☑ **G2/S2 is responsible for facilitating the IPB process.**

IPB TIPS

- ☑ **Every CDR/staff officer needs to understand and apply IPB.**
- ☑ ***"They couldn't hit an elephant at this distance…"***
  - ⇨ **Last words of General John Sedgwick, Battle of Spotsylvannia, 1864**
- ☑ ***"There is no approved solution to any tactical situation."***
  - ⇨ **General George S. Patton**

SUMMARY

- ☑ Define Step 3 of the IPB Process.
- ☑ Define Step 4 of the IPB Process.
- ☑ Discuss bullets on conclusion slides.